

# Community Engagement

SUB-ELEMENT OF THE SUNNYVALE GENERAL PLAN



This sub-element complies with California Government Code Section 65300,  
as adopted by the Sunnyvale City Council

2007





# Acknowledgements and Table of Contents



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## Preface and Executive Summary







# Preface

## Overview of the General Plan

In California, state law requires all cities to prepare and maintain a general plan. The law mandates seven elements, or subject categories, to be included in the plan: land use, transportation, housing, conservation, open space, noise and safety. Sunnyvale views the preparation of its General Plan to be more than mere compliance with state law. The Sunnyvale General Plan is the foundation policy document for Sunnyvale municipal services. It is both a statement of purpose and a statement of general direction. As a statement of purpose, the General Plan portrays a vision of the future city and sets forth its long-range goals. As a statement of direction, it declares the current policies of the City Council to achieve the goals, and the strategies which the staff will employ to implement those policies. Linking long-range planning to current decision-making is a powerful tool in local government. (See Appendix A – *Illustration of General Plan Outline*).

The Community Engagement (formerly *Community Participation*) Sub-element is one of 25 components of the City of Sunnyvale's General Plan. This sub-element deals with outreach to, and integration of, community members into the life of their city. It covers the City's policies regarding community members' access to municipal services and information, public information about City issues and programs, involvement in planning and decision-making processes, volunteerism and the development of a strong, positive community identity.

As a general practice, sub-elements are updated every five to ten years, depending on how trends and other conditions in Sunnyvale have evolved. Based on significant changes in technology and the changing demographics in Sunnyvale, this update includes an overview of: 1) community characteristics based on current census data; 2) the use of technology to engage the community; 3) outreach to diverse populations; and 4) key initiatives and achievements in community engagement.

## Connection with other Elements of the General Plan

All of the elements and sub-elements are interrelated; this is particularly true with the Socio-economic Element. The Socio-economic Element of the General Plan deals with the scope of human needs of the City from the frame of reference of health and social welfare. Topics reviewed in the Socio-economic Element include: business, employment, education and training, health care and social services. To the extent possible, this sub-element deals with topics not addressed by other elements, but some overlap is necessary since human needs are addressed in part by all municipal services.



## Executive Summary

The purpose of this sub-element of the Sunnyvale General Plan is to establish a comprehensive foundation for community engagement in Sunnyvale. This document is an update of the Community Participation Sub-element adopted in 1983 and last updated in 1995. In this update of the 1995 Community Participation Sub-element, staff examined recent census data and trends, evaluated success in meeting existing sub-element goals, and checked for consistency with other City planning and policy documents. Goals and policies, as well as community condition indicators, were analyzed to determine where modifications might be needed.

Following an analysis of community conditions related to engagement, the community condition indicators were updated to reflect current trends. This document includes a total of 13 community condition indicators, with nine new indicators. The goals and policies were rewritten and consolidated. The number of policies were reduced from 21 to 15. Goals were reduced from five to three, focusing on three interrelated areas on the continuum of community engagement: 1) informing the community; 2) involving the community; and 3) establishing a strong, positive community identity.

An informed community leads to effective involvement in the City's decision-making processes, enhances City services and heightens the community's sense of identity. Achieving an informed community entails access to information, services and programs, as well as outreach to a diverse population. Engaging the community covers a broad spectrum of activities from community-building efforts to volunteerism to providing input on program planning and decision-making processes. Further, a strong sense of community identity helps cultivate and maintain an informed and involved population.



Working together, community members maintain a high quality of life in all Sunnyvale neighborhoods by staying informed about significant issues, communicating effectively, voting and contributing to community life.



# Conceptual Framework







# Conceptual Framework

## What is Community Engagement?

For the purpose of this document, community is defined as: “A group of people living in the same locality and under the same government.” Community engagement is used to connote the broadest category of civic involvement, encompassing all the many roles and activities through which people take an active part in community life. The far-reaching goals of community engagement in Sunnyvale are threefold: 1) to achieve an informed community; 2) to involve and engage community members in shaping their City; and 3) to create a strong, positive community identity.

Community engagement means not only the connection between residents and City Hall, but also the connections among and between all community members in Sunnyvale. The following vision statement relative to community engagement was created at a June 2005 community building workshop through a community building effort that included community members, City Council and City staff:

*“Residents, businesses, community organizations and City officials, representing Sunnyvale’s rich diversity, are active participants in the community. Working together, community members maintain a high quality of life in all Sunnyvale neighborhoods by staying informed about significant issues, communicating effectively, voting and contributing to community life.”*



## Foundation for Fostering Community Engagement

Cities are not required by the California Government Code to include the subject of community participation in their General Plan, nor do cities typically do so. Sunnyvale was among the first cities in the state to have such a policy document when the Community Participation Sub-element was originally adopted in 1983.

It is the vision and goals of the General Plan which give meaning and direction to the 20-year Resource Allocation Plan. The goals and policies provide the framework within which the shorter-range strategic planning takes place. These action strategies guide the rational allocation of scarce resources through the budget process to develop those programs and services which can most cost-effectively meet the needs of the community. The goals, policies and action strategies contained in the Community Engagement Sub-element are based on a number of assumptions about the role of community members in their government including:

- Community engagement is an important force in City government.
- In participatory democracy, citizens are actively engaged in public decision-making processes. This means they are involved in shaping the issues that confront them, deciding among various policy options that allow them to achieve common goals.
- Community members have a right to be informed regarding City policies and service decisions impacting their lives.
- The City has a responsibility to ensure that mechanisms are available, and the environment conducive, to those who choose to participate in government affairs.

- Creative problem solving and decision making are enhanced by ideas coming from people with diverse backgrounds, skills and abilities.
- Public involvement helps create a sense of community.

Residents who feel rooted in their community – often through their neighborhoods, schools and civic associations – are motivated to become active in public life and to share more readily in the responsibility of caring for the community and resolving issues or problems that can threaten it. In addition to addressing a concrete policy, challenge or choice, public involvement may help create a sense of community during periods of growth or rapid demographic change.

### **Roles and Responsibilities in Community Engagement**

The City of Sunnyvale is constantly evolving. A shifting economy, a growing and increasingly diverse population, an aging infrastructure, technological advances and limited resources, create a challenge for local decision-makers. Community engagement guides the evolution and ensures the City is heading in a direction which meets the needs and desires of its residents and businesses. Both the City and community play important roles in effectively guiding the direction of Sunnyvale, and with their respective roles, come shared responsibilities.

### **Roles and Responsibilities of the City**

One of the most powerful roles for local government is to bring people together. “By bringing together different sectors of a community for collaborative decision-making and joint action, local government creates a greater sense of legitimacy and ownership for the solutions developed.” (Source: *The Civic Index, Measuring Your Community's Civic Health*, National Civic League, Second Edition, 1999). While this approach takes more time, it may create an environment more conducive for safe discussion, deliberation and trust-building. The City acts in a facilitating, brokering and empowering role to encourage community engagement. The City has a responsibility to ensure mechanisms are available, and the environment

is conducive, to achieving a community in which residents and businesses are informed about local issues, City programs and services. Local government plays a critical role in identifying and responding to important, high-priority community needs. The City is responsible for providing residents with reasonable access to City information, services and programs. The City has an important fiduciary duty to assure that City services, programs and policy decisions are responsive to community input and feedback, while recognizing the financial limits to the City's ability to expand municipal services. Further, the City plays a central role in fostering a sense of connection among residents and businesses and nurturing a sense of civic pride.

### **Roles and Responsibilities of Community Members**

Community members also play a fundamental role in creating a strong, positive community identity. Individuals must be willing to take part in their community by stepping forward to share the responsibility of difficult decision-making and challenging problem-solving. Community engagement emphasizes the role of residents, businesses and community organizations in effectively shaping their future and the future of their city. Community members are responsible for voicing their opinions, suggestions and ideas. An informed and involved community, which is capable and committed to intelligently guiding the progress of their city, provides the foundation for the City of Sunnyvale to serve the public well. When residents, businesses, community organizations, non-profit organizations, and school organizations take a leadership role, along with their elected officials and local government administrators, they can develop policies that directly affect daily life in their communities. Community members have a responsibility to become familiar with the City's program planning and decision-making processes and share ownership of the solutions to problems.

## Community Conditions







# Community Conditions

## Where We Were: A Historical Perspective

### Tradition of Community Participation and Engagement

The City of Sunnyvale has a strong tradition of supporting community participation and engagement. As the City has changed over the years, so have the issues and methods used in community engagement. Sunnyvale has experienced nearly constant change, growth and innovation since it was incorporated in 1912, with a mere 1,800 residents. The City's economic base evolved from agriculture to manufacturing to defense to the high-tech era when the microprocessor was introduced in 1971. Sunnyvale became "the Heart of Silicon Valley." The next era was heavily influenced by the Internet, with technology companies undertaking research and development in this area. In the future, Sunnyvale may adapt its economy to the next wave of innovation and change.

Throughout the years, community participation in Sunnyvale has provided a reflection of the growing pains and successes experienced by the City. Understanding the transformations that have occurred in community engagement over the years is a necessary step before analyzing current conditions and future needs. The following glimpse of Sunnyvale's past provides a historical perspective of community participation and civic engagement in the City.

### 1940s

Prior to 1940, more than 95 percent of the Sunnyvale area was rural, agricultural, non-urban open space. By 1940, the population had grown to about 4,400 and the community adapted to the wartime economy. During World War II, Sunnyvale supported the war effort and supplied food and equipment to the troops. After the war, Hendy Iron Works was taken

over by Westinghouse. Post-war defense-related industries arrived in the area, capitalizing on the pleasant climate and presence of Naval Air Station Sunnyvale (now Moffett Federal Airfield).

### 1950s

Events in the 1950s significantly shaped the City's physical, economic and social atmosphere. By 1950, many farms and fields were replaced with homes, factories and offices as the population grew to 10,000. Lockheed Missiles & Space Company moved to Sunnyvale in 1956, and soon became Sunnyvale's largest employer. The postwar economic and population booms caused Sunnyvale's population to grow from approximately 10,000 to 50,000 residents. This population explosion transformed Sunnyvale from a small agricultural town to a new suburban city.

During the 1950s, residents and City officials worked together to establish the foundations for City services and programs which are still in place today. The council/manager form of government was adopted, and the City made the commitment to community engagement in major service areas through citizen-based committees including: Library Board of Trustees, Planning Commission, Parks and Recreation Commission, and Personnel Board. These commissions became active during the 1950s as residents and City officials focused on building and expanding public service facilities throughout the City to meet rapidly growing community needs.

The most visible community effort during this period was the 33-person Civic Improvement Committee, which successfully promoted the passage of a \$618 million bond issue to underwrite costs for new parks, a new City Hall, five additional fire stations in residential areas, a City corporation yard and an improved storm drain system. Sunnyvale residents

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Growth of the electronics industry was quickly making Sunnyvale, now Santa Clara County's second-largest city, the industrial center for Silicon Valley.

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were also actively involved in achieving the construction of additional elementary schools, Foothill/DeAnza College and El Camino Hospital. In 1959, Sunnyvale was selected as a national finalist for the All America City program in recognition of community involvement in the areas of education, economic development and promotion of City services.

### 1960s

Families and businesses continued to flock to the City; Sunnyvale's population doubled during this decade. Sunnyvale became a haven for hundreds of electronics firms, which brought thousands of high-tech jobs and new residents. In 1963, the Citizen's Parks and Recreation Commission recommended the construction of a \$4 million community center supported by residents through passage of a bond issue. In 1968, City Council appointed a 13-member Community Center Advisory Committee to determine facilities to be included in the community center plan, as well as guidelines for operation. On the national scene, the 1960s brought to the forefront issues such as civil rights, environmental protection and the peace movement, which began to set a tone for community engagement in Sunnyvale and other communities throughout the country.

### 1970s

By 1970, Sunnyvale had grown to 96,000 residents. Growth of the electronics industry was quickly making Sunnyvale, now Santa Clara County's second-largest city, the industrial center for Silicon Valley. Local orchards disappeared while traffic and urbanization increased. A grass-roots organization, ORCHARDS, was formed around goals of open government, planned development and growth, and preservation of open space. In 1974, City Council initiated an ambitious community participation effort, "New Directions for Sunnyvale." This collaborative governance project resulted in the formation of several resident/Council task forces that developed recommendations in the areas of child care, economic development, housing, libraries, open space, public safety, recreation, transportation and waste treatment.

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An important channel  
for public information was the  
expansion of cable television  
and broadcast of  
City Council meetings.

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In 1970, the City of Sunnyvale cooperated with Stanford Research Institute in a federally-sponsored community renewal program addressing local housing issues. This project involved extensive community participation through a citizen committee. Many of the committee's recommendations led to City adoption of an aggressive housing rehabilitation program and establishment of a housing program within the Community Development Department. A Housing and Community Development Citizens Advisory Committee was formed in 1973 to provide input on the Federal Community Development Block Grant (CDBG) program. Three years later, when Sunnyvale became a prime sponsor for federal job training programs (CETA), the Human Development Advisory Planning Council was formed.

Another major community participation effort was undertaken in 1977 when City Council initiated a study which led to revision of the General Plan for the central area of the City. The study called for extensive community participation in the planning program, including a 53-member citizen committee that provided recommendations to Council.

### 1980s

Establishment of the City's Community Relations Office, under the Office of the City Manager, took place in the early 1980s. This office included responsibilities in media relations, public information, community education, volunteer services, and coordination of major special events and projects involving community members. The Volunteer Services program was established in 1981 to coordinate the recruitment, placement and training of volunteers throughout City government.

Adoption of the Community Participation Sub-element in 1983 established a long-term formal commitment to community engagement and defined a direction for future efforts by the City. One central policy direction of the 1983 Sub-element focused on the publication and distribution of printed information regarding City services, programs and Council actions. The City adopted a comprehensive media

relations policy which outlined the philosophy, process and structure for local media relations. A comprehensive publication about City affairs was distributed to all residents beginning in 1983, and was expanded to a quarterly report in 1988; the City continues to publish *Quarterly Report* today. Community participation efforts focused increasingly on neighborhood involvement in the 1980s. Neighborhood groups were created to address specific issues and have evolved into active registered neighborhood associations.

Another example of community engagement at the neighborhood level is the Sunnyvale Neighbors Actively Prepare (SNAP) program, which the Department of Public Safety formed to organize City-wide emergency preparedness. In 1985, Leadership Sunnyvale was formed with support from the City, with the goal of developing and strengthening community leadership.

### 1990s

The City continued its commitment to community engagement by funding a comprehensive community relations program with responsibilities in media relations, public information, community education and volunteerism. In 1991, The Americans with Disabilities Act (ADA) required that all public facilities, programs and services be accessible to individuals with disabilities. The City of Sunnyvale responded to the requirements of this federal law by developing plans and allocating more than \$1 million to improve physical access to City facilities and to minimize obstacles to accessing services and programs. The City established an internal Customer Service Committee in 1992 to develop and review departmental plans to enhance the quality of customer service provided by all City programs.

The City compiled and published a comprehensive Citizen Access Handbook, which became an information resource for community organizations and residents. An important channel for public information was the expansion of cable television and broadcast of City Council meetings. The Clinton administration recognized the City for its “commitment to excellence” in government when both President Clinton and Vice President Gore visited Sunnyvale in 1993 and cited the City as a model for

the federal government. Local and national news media highlighted the City’s achievements in providing high-quality services efficiently and effectively, which has contributed to a sense of civic pride. In the booming 1990s, Sunnyvale’s economy shifted to more knowledge-based jobs, and population grew by 14 percent, soaring to 131,800 by 2000.

## Where We Are Today: Current Community Profile

### Results from the 1995 Community Participation Sub-element

Many of the actions called for in the 1995 Community Participation Sub-element were addressed and continue to be an area of focus for the City. (See Appendix B – *Goals, Policies and Action Statements, Community Participation Sub-element of the Sunnyvale General Plan*, February 7, 1995) This is a reflection of the fact that the goals, policies and action strategies are integrated into the City’s Planning and Management System (PAMS). Written in 1995, information contained in the sub-element cited community characteristics based on 1990 census data. By comparison, in 2007 the population has grown to 135,721 and Sunnyvale remains the second largest city in Santa Clara County. The 1995 Sub-element was written before widespread Internet and e-mail use. Today, many advances in technology provide new tools to engage the Sunnyvale community. Since the last update of the Community Participation Sub-element in 1995, significant changes have taken place.

### Achievements and Key Initiatives

The following is a summary of achievements and key initiatives that have occurred through action strategies implemented since the 1995 update of the Community Participation Sub-element:

### Outreach to a Diverse Community

- **Community Building Initiative:** Launched by the City in 2001, the *Connected Communities/Seamless Services Initiative* encouraged community participation in the activities and decisions of local government and the Sunnyvale community. As part of the initiative, an outreach task force was created to explore options to improve outreach to an increasingly diverse City.

- **Multi-cultural Outreach Task Force:** Recognizing Sunnyvale's growing cultural diversity, Council convened a multi-cultural outreach task force in February 2004 to focus on outreach to Sunnyvale's increasingly diverse population. The task force reviewed Sunnyvale's outreach guidelines, including the City's Community Participation Sub-element.
  - **Community Outreach Meetings:** The City conducts numerous outreach meetings on a wide variety of issues. For example, between February and May 2003, Council held 11 outreach meetings on the City's budget crisis. The outreach meetings were accompanied by fact sheets on the City Manager's Six-Point Plan to address the budget crisis. Each meeting was taped and aired on KSUN.
  - **New Advisory Committee on Accessibility (ACA):** The ACA was created in fall 2005 to address City accessibility issues for individuals with special needs. The ACA provides input to staff on a wide array of programs, services and activities regarding inclusion of Sunnyvale's community members with disabilities.
  - **New Advisory Committee on Cultural Diversity and Outreach:** Launched in 2007, Council authorized funding to create a two-year pilot committee to advise City staff on cultural diversity issues.
  - **Multilingual Services:** A multi-language translation project began in 2003, focusing on cultural outreach. Translation of printed materials varies by department and budgeted resources. City interpretation services were made available in various languages including: Chinese (Mandarin and Cantonese), Farsi, Portuguese, Russian, Spanish, Tagalog and Vietnamese. Citywide document translation guidelines were developed and incorporated into the City's administrative policies.
  - **Census Committee:** A Census 2000 Committee was formed to assure an accurate count for Sunnyvale. Involvement by resident volunteers helped overcome barriers such as language or cultural issues to connect with hard-to-reach populations.
  - **"Fun on the Run":** A City initiative in 1999 to assess the needs of youth, ages birth – 18, and their families, led the way for restructuring the Parks and Recreation Department's after-school programs to focus on those neighborhoods with the greatest needs for after school activities. "Fun on the Run" provides subsidized mobile after-school and summer recreation programs for youth.
- ### Access to Information, Services and Programs
- **Community Liaison Service:** Begun in 2003, this program links residents to City services. The community outreach coordinator has lead responsibility for the service and helps to address difficult, complex or inter-departmental concerns, complaints and issues.
  - **"Connect" Database:** Launched in 2003 as part of ongoing efforts to connect with and engage community members, this database provides an inventory of Sunnyvale associations and community groups, as well as leaders who represent these organizations. This tool is useful for City departments to retrieve specific information about a Sunnyvale community association or to generate a mailing list of community associations and their representatives.
  - **Community Events Calendar:** Located on the City's Web site, [www.sunnyvale.ca.gov](http://www.sunnyvale.ca.gov), the calendar provides community members with an updated, online listing of events and activities in the community, including City Council meetings, board and commission meetings, and neighborhood association meetings.
  - **Speakers Bureau:** Initiated in 2003, this program allows residents to invite City staff to come to speak on a variety of topics, including: housing resources, Neighborhood Watch program, emergency preparedness, downtown development, traffic, etc.

- **Community E-News:** As part of the 2003 initiative to explore options to improve community outreach, this popular service provides bi-weekly e-mail news regarding City programs, services, neighborhood issues and events.
- **Web Site Enhancements:** The City's Web pages, [www.sunnyvale.ca.gov](http://www.sunnyvale.ca.gov), provide in-depth, current information on City services, programs, and activities. For instance, information on Neighborhood and Community Resources includes: volunteer services, child care services, neighborhood associations, community liaison services, information and referral for youth and family services, community events, and more.
- **Quarterly Report:** The City distributes *Quarterly Report* to every household, every business with two or more employees, and every post office box in Sunnyvale. Additional distribution sites are located at public contact points, such as Sunnyvale Library, City Hall and community centers. *Quarterly Report* is also posted in PDF form on the City Web site. More than 61,000 copies are distributed four times per year.
- **Recreation Activity Guide:** The Parks and Recreation Department mails the *Activity Guide* to every Sunnyvale resident each summer. On-line registration is available for recreation classes and activities.
- **Enhanced Neighborhood Association Support:** As part of its mission to strengthen community engagement, the City established new programs with a community outreach coordinator to support existing neighborhood associations and encourage the creation of new associations. In 2007, the number of households registered in City neighborhood associations nearly doubled from 13,347 to 25,594.
- **Neighborhood Grant Program:** Launched in fall 2006, this program provides financial support for community-building neighborhood activities. Funded projects focused on increasing communication among neighbors, building bridges between cultural groups, improving the physical condition of the neighborhood and enhancing neighborhood pride and identity.
- **Community Events Applications:** The City created a simplified application process in 2004 to support community celebrations in Sunnyvale and help community members determine what types of permits and approvals they may need to ensure a safe special event.
- **Block Party Kits:** This program was created in 2005 to provide opportunities for neighbors to get to know one another in a fun, relaxed setting. The City of Sunnyvale assists residents with some useful tools, including support from the departments of Public Works and Public Safety, to help make block parties safe and successful.

### Community Involvement and Engagement

- **Community Visioning Festival:** The City conducted an expansive community outreach process, culminating in a "Visioning Festival" in October 2006. The event included a General Plan visioning process on "Transitioning from a Growth to a Steady-State City." The document that resulted, *Sunnyvale Community Vision*, serves as a guiding framework for future revisions of the General Plan elements and sub-elements.
- **CitySkills:** Launched in 2004 in partnership with Silicon Valley Leadership, CitySkills is a unique class focused on civic engagement and designed to increase knowledge of Sunnyvale government practices and enhance leadership skills.
- **Volunteer Resources:** VolunteersWorks® software application was acquired in 2003 by the Volunteer Resources Program to manage the database of more than 600 active volunteers. In 2007, more than 35,000 hours of service were provided by volunteers to City projects, activities and events. Opportunities for volunteers and interns to work throughout the City of Sunnyvale include placement in the departments of Public Safety, Public Works, Parks and Recreation, Office of the City Attorney, Community Development, Finance, Information Technology, Human Resources, Employment Development, Public Library and the Office of the City Manager.



- **Quality of Life Index:** A Quality of Life Index was introduced in 2001. Sunnyvale's Quality of Life Index quantifies the subjective topics of quality, excellence and customer service. The index was developed by two community task forces that met over two years to identify high-priority concerns. More than 400 residents participated in the formation of the Index through a mail-in survey, comments via the Internet and community outreach meetings.

### Building Community Pride

- **Columbia Neighborhood Center (CNC):** The expansion of programs and services at the Columbia Neighborhood Center exemplifies how the City of Sunnyvale has focused on encouraging residents to become more involved in their community. CNC is a collaboration between City of Sunnyvale, Sunnyvale School District, nonprofit organizations, businesses, community members and others to provide services targeted to the needs of the CNC neighborhood. There are significant, measurable, positive outcomes that can be attributed to the success of CNC and its efforts to bring the community together to solve common problems.
- **Sunnyvale Orchard Heritage Park Interpretive Exhibit (OHPIE):** Opened in 2001, OHPIE is the result of a cooperative effort between the City and Sunnyvale Historical Society and Museum Association that raised funds and public support to create a tribute to Sunnyvale's agricultural heritage.
- **Sunnyvale Senior Center:** A dream came true in July 2003 when the new Senior Center opened on the Community Center Campus. The center offers a wide array of programs and services for adults ages 50 and older. Seniors took an active role in the design and program outline of the new Senior Center, and close to 200 active volunteers help keep programs going six days a week at the state-of-the-art facility.
- **Kid-Friendly City:** Sunnyvale was included in the top 12 list of Kid-Friendly Cities, according to the Kid-Friendly Cities Report Cards published in 2000 and 2001.
- **Skate Park:** Sunnyvale youth participated with City staff in the concept and design of the popular skate park located at Fair Oaks Park.
- **Library of the Future:** During 2006 and 2007, numerous community outreach meetings were conducted to solicit input on the Library of the Future, and priorities for the community were projected through the year 2030. Community members have provided input on a wide array of topics including: library services, facilities, location and amenities.
- **An Envable Record for Public Safety:** Sunnyvale is consistently ranked among the safest cities in the United States.
- **Downtown Sunnyvale:** Outreach meetings, community updates, fact sheets and ongoing updates to the City Web site and local newspapers are just a few of the examples of the Communications Division's efforts to keep community members informed of the progress of the Town Center redevelopment project.
- **Facility Rentals and Reservations:** Community members may rent City facilities to host family celebrations, school activities, business meetings, parties and special events. An array of facilities is available, including: park buildings, picnic areas, Community Center Theatre, Indoor Sports Center, Senior Center Orchard Pavilion, and Community Center Ballroom.

### Community-based Projects and Events

In addition to City projects, community-based initiatives illustrate the endeavors of community members in achieving common goals. The following highlight a few examples of community engagement and collaborative efforts in Sunnyvale:

- **Historical Museum:** Groundbreaking ceremonies took place in fall 2006 for the new Historical Museum, a replica of the original Murphy home in Sunnyvale. This grass-roots effort was initiated by the Historical Society and supported by the City.

- **Friends of Fremont Pool:** Community members worked with the City and school district to build an Olympic-size swimming pool which was opened in 2002 and is now used extensively by students and the community at large.
- **Friends of the Library:** Volunteers with Friends of the Library turn discarded books into funds for the Sunnyvale Public Library. Ever since its inception in 1965 and incorporation in 1967, this dedicated and devoted volunteer group has helped to make it possible to hold special events and programs, such as the Honor Book program for the Sunnyvale School District.
- **Sunnyvale Chamber of Commerce Art and Wine Festival:** The Sunnyvale Chamber of Commerce has organized and produced a very successful Art and Wine Festival in Sunnyvale for more than 30 years. The annual event features entertainment, more than 300 artists, local businesses and nonprofit organizations and food vendors. The event generates income for local nonprofit organizations, and attracts thousands of festival-goers each year.
- **Downtown Association Music and Market Series:** This popular venue, organized by the Sunnyvale Downtown Association, includes live music and farmers market attractions in downtown Sunnyvale Wednesday evenings throughout the summer months.
- **Community Gardens:** The City of Sunnyvale agreed to lease City property to Sustainable Community Gardens starting in January 2006 for a period of five years. The “Charles Street Gardens” celebrated its Grand Opening Fall Harvest Festival on October 1, 2006. This organic gardening site offers 90 garden beds to Sunnyvale residents, with a percentage of beds reserved for older adults and individuals with special needs.

### Updated Policies Related to Community Engagement

What do the Administrative Policies and Council Policies tell us about where we are today in terms of community engagement? The Administrative Policies are internal City policies and procedures that have citywide application and require consistent application by City staff. In May 2004, the city manager directed a Citywide review and update of the City’s administrative policies. As a result of this project, many policies were updated, and a user-friendly online system for organizing, searching, retrieving policies was developed for use by City staff. Council Policies are established by City Council resolution, or motion, and provide guidelines for current or future City action. Such policies, when implemented, assist in achieving General Plan goals. The following is an overview of some of the policies that were created or revised since the last update of the Community Participation Sub-element in response to changing conditions. These policies illustrate the ongoing commitment to foster community-building and civic engagement in the City of Sunnyvale.

Administrative Policies	Council Policies
News Media Relations	Internet Use
Film Permits	Special Events
Community Events	Telecommunications
Volunteer Resources	KSUN-15 Programming
Community Outreach	Relationships with Outside Groups
Program and Service Accessibility for Persons with Disabilities	Public Posting of Notices at City Facilities
Customer Inquiries and Concerns	Eligibility Requirement for Board and Commissions
Bulletin Boards	Donations Policy
Use of City Facilities for Meetings and Activities	

## Changing Demographic

Demographics have a major impact on the type and level of community engagement. Population trends and economic conditions in Sunnyvale are discussed, along with their implications for community participation. Looking at changes in census data is of critical importance in providing information about Sunnyvale residents. It helps define who lives in the community and what their needs are from the City. It also helps to predict trends in demographics and associated needs related to community engagement.

### Age

Like many communities nationwide, Sunnyvale's population is growing older. The median age in the City in 1990 was 32.3, and by 2000 it was 34.3. In 2005, 18.6 percent of Sunnyvale's total population was comprised of seniors age 55 and older. The number of older adults is likely to increase over the next decade as the population ages and this is likely to result in increased demands for services for older adults. Older adults are living longer than previous generations and often have more leisure time to follow personal interests. It will be important during the next decade for the City to continue to focus services for this age group, as well as provide opportunities for community engagement.

#### Sunnyvale Median Age and Distribution

Median Age	36.6
Age: 19 and younger	36,325
Age: 20 to 24	6,410
Age: 25 to 34	24,038
Age: 35 to 44	22,702
Age: 45 to 54	18,696
Age: 55 to 64	10,683
Age: 65 and older	14,690

Source: U.S. Census Bureau, 2005 Census

The largest growth in the Sunnyvale population has been in the 19 or younger age group and in the 35 – 64 age groups. Nonetheless, only one in four families in Sunnyvale now has school-age children at home. Within these age groups, the largest increases have been:

Younger Than 5	+19%
Ages 5 - 9	+24%
Ages 10 - 14	+12%
Ages 35 - 54	+26.4%

Source: U.S. Census Bureau, 2005 Census

### Ethnicity

Sunnyvale's trend toward diversity reflects the diversity of the Bay Area. Today, Sunnyvale, like Santa Clara County, the Bay Area and California, has no single racial or ethnic majority. This is different from the U.S., which has an overwhelming 75 percent white majority. In the years between the 1990 census and the 2005 census, the population of Sunnyvale grew by 16,315 residents. There were dramatic shifts in the multi-ethnic composition of the population that far exceeded the rate of population growth during the period.

The Asian population in Sunnyvale has nearly doubled and the Hispanic/Latino population has increased by 32 percent between the 1990 and 2000 census surveys. The fastest growing part of the Asian population was from India. The diversity of the community is further illustrated by other Census demographics for country of birth of resident and languages spoken in the home.



## Sunnyvale Population by Ethnicity

	1990 % of population	1990 Number of residents	2005 % of population	2005 Number of residents
White	64%	75,440	42%	56,088
Black/African American	3%	3,790	2%	2,671
Asian	19%	21,945	37%	49,411
Other	1%	610	2%	2,672
Hispanic/Latino (of any race)	13%	15,444	17%	22,702
<b>Total</b>		<b>117,229</b>		<b>133,544</b>

Source: U.S. Census Bureau, 1990 and 2005 Census Data

## Social Characteristics

	Sunnyvale	Santa Clara County
Foreign-born Population	58,225	606,300
Naturalized Citizen	20,379	297,610
Not a Citizen	37,846	308,690

Source: U.S. Census Bureau, 2005 Census Data

## English Language Proficiency

Nearly 50 percent of Sunnyvale's households speak a language other than English as the primary language at home. Languages spoken at home and ability to speak English may have even more significant implications for communicating about and delivery of City services. The two largest groups of Sunnyvale's foreign born population come from Asia (37.4 percent) and Latin America (17.4 percent). California requires testing of all students whose home language is not English to determine if they are English Learners. English Learners are students with a primary language other than English who are limited-English proficient. School District data shows that 35 percent of all enrolled students K–12 in Sunnyvale are classified as English Learners. The percentage, however, varies considerably from school to school. Furthermore, ethnic groups are not distributed evenly throughout the City, which may have implications for service delivery and community participation.

## Languages Spoken In Household

Number of Households	52,135
English*	59,267
Spanish*	16,652
Other Indo-European Language*	13,514
Asian/Pacific Islander language*	30,994
Other Language*	1,664

Source: U.S. Census Bureau, 2005 Census Data

\*per person in each household

## Linguistically Isolated

Households that speak a language other than English may also speak and understand English. In contrast, households that speak English poorly or not at all may become “linguistically isolated” from the mainstream of culture. A linguistically isolated household is defined as a household in which all

members 14 years old and older have at least some difficulty with English. Language and cultural barriers must be bridged in an effort to ensure that all residents have equal access to, and have an understanding of, City services and programs. The 2000 Census indicates that, of the 9.2 percent of Sunnyvale households that speak Spanish, 22 percent were linguistically isolated. Of the 22.1 percent of Sunnyvale households that spoke an Asian or Pacific Island language, 30.2 percent were linguistically isolated.

### Education

The overall education level of Sunnyvale residents is high and has been steadily increasing. Twenty-nine percent of the population has a bachelor's degree. Compared to the state, Sunnyvale has twice as many people with graduate degrees, with 21 percent compared to 9.5 percent. In the last decade, the number of Sunnyvale residents with post-graduate degrees increased from 12 percent to 21 percent. The high education levels of Sunnyvale residents may affect both their level of involvement and types of issues they are interested in.

#### Educational Attainment (for population 25 years and older)

Sunnyvale Population 25 years and older	95,163
No Schooling	4,776
Less than High School Diploma	4,538
High School Graduate	14,529
Some College	14,130
Associate Degree	5,387
Bachelor	28,728
Graduate or Professional Degree	23,075
% High School graduate or higher	90.2%
% Bachelor Degree or higher	54.4%
% Graduate/Professional Degree	24.25%

Source: U.S. Census Bureau, 2005 Census Data

### Housing

As one of the premier cities in Silicon Valley, housing costs are substantial. Home ownership can have implications for community engagement. Home owners have a vested interest in the community and are more likely to get involved with an issue or concern that may affect their property values, such as changes in transportation arteries, or the installation of a neighborhood park. Sunnyvale has 53,753 housing units with 98 percent occupancy. Fifty-two percent are renter-occupied, 48 percent are owner-occupied. The rate of home ownership dropped from 51 percent in 1980 to 48 percent in 2000. Based on current income levels and current housing prices, fewer than 30 percent of Sunnyvale households can qualify to buy a median-priced home in the City. Median price of a single family home in Santa Clara County as of November 2005 was \$714,250.

#### Sunnyvale Housing Characteristics

Average Household Size	2.42
Average Housing Price (Single Family Home)	\$835,00
Average Rental Price (3 Bedrooms)	\$1,822

Source: U.S. Census Bureau, 2005 Census Data

It is important to consider the extent to which housing may affect residents involvement in their community. Residents who rent their homes may feel that they are less affected by City actions than those who own their homes, and would therefore have less incentive to provide input for long-term City policymaking and program planning. On the other hand, the high percentage of residents who are renters makes them major contributors to the City's economy and users of City services.

Types of housing units can affect information needs, communication methods and issues of importance. Forty-six percent of Sunnyvale residents live in multi-unit structures (apartments, condominiums) 46 percent live in single-family detached homes or attached townhome units. Eight percent live in mobile homes. From 1999 to 2005, 2,460 new housing units were constructed in Sunnyvale;

73 percent of the units built between 1999 and 2002 were apartments.

Physical trends in the community can be viewed as critical factors in influencing community participation. Trends towards multi-family dwellings and the percentage of mobile home parks in the community may suggest that the City will need to be more proactive in initiating and maintaining contacts with neighborhood groups, homeowner associations and community-based organizations to foster and promote community participation.

### Homeless Population

Homelessness is a regional issue. It is the goal of the jurisdictions within Santa Clara County and the City of Sunnyvale to coordinate services and facilities available for the homeless through a regional, cooperative strategy, as a Continuum of Care. The goal of the Continuum of Care program is to help homeless residents get housing, job training, childcare and other services. The Continuum of Care stresses permanent solutions to homelessness through comprehensive and collaborative community planning. The goal of a comprehensive homeless service system is to ensure that homeless individuals and families move from homelessness to self-sufficiency, permanent housing, and independent living. It is estimated that there are 299 homeless persons in Sunnyvale. Forty percent have shelter. The majority, about 75 percent, of single homeless adults are male. (Source: Homeless Management Information Strategy database, Santa Clara County, December 2004).

### Socioeconomic Characteristics

The following provides a snapshot of socioeconomic characteristics of residents in Sunnyvale with implications for community engagement:

- There are a total of 52,539 households with 30 percent, or 15,743 households, with children 18 or younger.
- 19 percent, or 9,883 households, have an individual 65 years or older.
- 70 percent of those 16 or older work.

- 47.5 percent of families with children younger than 6 have both parents working.
- Median household income is \$74,900.
- 5.4 percent of individuals live below poverty level (\$13,738 for a family of three in 2000).

### Economy

Economic changes impact community engagement. Sunnyvale's economy has a long history of reinventing itself. During the 1990s, Sunnyvale became known as "The Heart of Silicon Valley." It is estimated that the number of jobs in the City peaked in 1999 – 2000 at about 100,000. The rapid increase in jobs came to an abrupt halt in 2000 with an economic downturn. By 2005, the number of jobs in the City dropped nearly 25 percent to 75,000. The City survived the economic slowdown and emerged with concentrations of jobs in emerging technology industries and innovative services.

### Economic Characteristics

Households on CalWORKS (2004)	401
Average Annual Salary (2005)	\$74,449 (Sunnyvale)
Average Hourly Salary (2005)	\$38.78 (Sunnyvale)
Average Annual Salary (2005)	\$45,749 (Santa Clara County)
Average Hourly Salary (2005)	\$23.83 (Santa Clara County)

Source: U.S. Census Bureau, 2005 Census Data

### Information Technology

The City of Sunnyvale works hard to provide comprehensive information to its residents and businesses through a variety of communication methods. The City's Web site, [www.sunnyvale.ca.gov](http://www.sunnyvale.ca.gov) is frequently updated to keep community members aware and informed of City activities. Advances in technology available to both individuals and organizations have multiplied exponentially. The Internet has become a primary resource for many individuals, affecting

shopping, communication, research techniques and information sharing. The Internet, e-mail, and instant messaging are used as major communication and networking tools. Through the use of networking sites such as LinkedIn and MySpace, individuals can be in contact with friends and family without ever leaving their homes.

The increased use of online resources has affected many aspects of how we gain information. Job seekers now use a large variety of online sites to find out about available positions. Consumers looking for the best deals on appliances, cars, clothing, housing, services and just about anything else, can go to their computer for efficient comparison shopping. Individuals, who previously may have donated goods to charity, can now sell them through online auction sites to anyone in the world. These sites have made it easy for users to market, package, distribute and get paid for items from the comfort of their homes, and a number of businesses have been developed to respond to this need.

Consumer electronics and services have made it easy for individuals to collect a unique set of media products such as music and movies, and these can be accessed via personal appliances, such as iPods, portable DVD players, and even cell phones. It is even possible to get an on-line education through a personal computer without ever having to attend a class.

## **Where We Are Going: Future Challenges and Opportunities**

### **Trends and Conditions Affecting Community Engagement**

Socioeconomic conditions and trends will affect the future nature and level of community engagement in Sunnyvale. Maintaining awareness of, and addressing the effects of, these trends will allow the City to more effectively solicit input and meet assessed needs in the community. Demographic trends in the United States, and locally, portray a population that is aging, having fewer children, becoming ethnically diverse, living in smaller households, more likely to be unmarried, and residing and working in new geographical patterns. Demography plays

a powerful role in shaping the social context. Demographic forces are significant not so much in their own right, but rather in the way they interact with other forces – economic, social, political, technological and environmental. They suggest present and future conditions significantly different from those of the past.

Most projections in the Bay Area are produced by the Association of Bay Area Governments (ABAG). Their projections are both economic and demographic, and based upon statewide projections prepared by the State Department of Finance. ABAG predicts continued growth for the City of Sunnyvale. By 2025, Sunnyvale could grow by 13 percent, adding 19,500 residents, and reaching a population of 152,500.

### **Age**

Sunnyvale's population of those 65+ is expected to double in the next 15 years. People are retiring earlier and living longer. The number of adults older than 50 is expanding both in numbers and diversity, with differing needs and expectations. Almost 30 percent of those older than 50 report some form of disability. This trend may bring issues such as cost, accessibility and availability of services to the forefront of community participation priorities.

The size of the baby boom generation alone has had, and will continue to have, a profound effect on American life. Beginning as early as 2000, when the first baby boomers reached 55, they began to swell the ranks of America's retired, a trend that will accelerate for the next 30 years, until most of them are retired by 2030. Compared with previous generations, boomers are more likely to be single, divorced or part of a two wage-earner household. According to the authors of *Demographic Change and the American Future*, they are less likely to experience a sizable increase in real income, as did their parents. The baby boom generation as a whole may be the first downwardly-mobile generation since the Civil War. If the tendency for elderly voters to vote in high numbers holds true, the baby boomers could exercise unprecedented political influence. On the other hand, while the percentage of Sunnyvale residents who are 18 or younger has remained relatively constant since 1990, future

growth is projected to occur. Ten percent growth in K – 8 is projected over the next 20 years.

### Ethnicity

The diversity of the local population supports a rich multicultural atmosphere, but it also creates some special needs in terms of service provision. The growing number of community members from a wide variety of cultural backgrounds requires a more diversified approach to community engagement programs, recruitment of representatives for City advisory groups, and provision of information. The widening scope of residents' needs, such as translation services, creates a challenge for the City to develop opportunities to encourage participation by all members in the community.

### English Language Ability

As Sunnyvale's immigrant population increases, the number of non-English speakers could also increase. Efforts should continue to be made to ensure that the needs of residents with limited English language abilities are being addressed. The increasing percentage of residents with different cultural backgrounds and limited English language abilities may have an impact on community engagement in Sunnyvale. Facilitating effective participation in a community with such increasing diversity may require understanding of, and sensitivity to, diverse cultural needs as well as new methods of outreach.

### Education

Sunnyvale is a diverse community with a highly-educated population. Under state law, responsibility for public education rests not with the City of Sunnyvale, but with the public school districts which serve Sunnyvale. The total number of students in public schools has remained stable for the past 10 years. As the City grows in population, more schools may be needed. A recent School Facility Needs Study conducted by the City and the Sunnyvale School District indicated a long-term need for another elementary school and middle school.

### Housing

Nearly 90 percent of Sunnyvale's housing stock is more than 20 years old and only 6 percent of the housing is less than 10 years old. About 13 percent of all housing in Sunnyvale now needs reinvestment to maintain its long-term quality and livability. About 4 percent of the City's housing stock is considered affordable, with rent or sale prices controlled by the government to remain below market rate, usually for 20 years. Future housing trends towards higher density housing units as well as limited affordability may have significant implications for community engagement, if a growing percentage of residents are renters rather than home owners.

Sunnyvale's growing number of single-parent families and families with two working parents indicates that community members may not have as much time for community participation as they





did in past decades. This trend will affect the issues which stimulate community participation and the types of communication with residents which may be effective.

### Transportation

In the Bay Area, population growth has outpaced road building. Changes in consumer behavior can aggravate traffic congestion. A strong economy has driven car ownership to new heights; the average household now has slightly more cars, 1.9, than drivers, 1.8. High property values in the Bay Area have made finding quality housing near one's workplace virtually impossible for many, and the quest for affordable housing has sent some commuters to ever more distant locales. The daytime workforce population exceeds 200,000; the increased daytime population in Sunnyvale reflects the fact that a percentage of the workforce commute from out of the area to work in Sunnyvale. Traffic inflicts social costs. Harvard public policy Professor Robert Putnam found that community involvement falls 10 percent for every 10 minutes spent driving to work.

### Economy

Although Sunnyvale experienced considerable economic growth in the 1990s, by the end of the decade the combination of recession, economic restructuring, and state government financial constraints began limiting resources available to local government. In this context, resources for community participation and other City services have needed to become more focused and less costly. Residents and businesses have begun to take on greater responsibility for functions traditionally provided by local government, and this trend is likely to continue.

### Using Technology to Improve Community Outreach

Emerging information technologies and the Internet's 24/7 availability provide new opportunities for community participation. The Internet can enhance civic engagement in a myriad of ways, from checking garbage collection schedules and online customer satisfaction surveys to electronic town hall meetings. Widespread use of Web-based applications and advances in technology have affected the nature of communication between community members and City Hall, and will continue to do so in the future. Emerging information technologies will provide new opportunities and challenges for coordination and communication within the community and have the potential to create new forums for community engagement. Wider use of technology for communications and information access, online databases and a wide range of information services provide opportunities for greater community engagement.

Investment in technology, however, needs to be balanced with cost:benefit considerations. The City understands and embraces the need for community involvement in government and increased awareness through various communication tools. Technology should not be embraced simply because it is new; it must truly be of benefit before it is adopted by the City.

With the proliferation and continued growth of information technology, expectations are rising for faster, more cost-effective services that are current and accurate. Previously delivered in person, these services can be made available online, but need to be continually updated. They also need to be accessible to those without computers, those who have difficulties using technology, and those whose special needs require assistive technologies. One of the challenges for the City of Sunnyvale will be to balance the need for current technology in order to serve technology-savvy residents, while providing face-to-face services as appropriate ... all while keeping within limited budgets.

## Vision and Values







# Vision And Values

## A Vision for Community Engagement

*“Residents, businesses, community organizations and City officials, representing Sunnyvale’s rich diversity, are active participants in the community. Working together, community members maintain a high quality of life in all Sunnyvale neighborhoods by staying informed about significant issues, communicating effectively, voting and contributing to community life.”*

This community engagement vision statement was created at a June 2005 community building workshop through an effort that included City Council, City staff and community members. Civic engagement encourages a strong sense of community, which is important to a city because it contributes directly to the quality of life, helps attract and retain residents, as well as new businesses and other types of investments. Equally important, community involvement enables a city to more effectively meet the needs of its residents. A desired outcome of community participation in Sunnyvale is to achieve a city in which residents and businesses are able to effectively shape both their future and the future of their city. Sunnyvale places value on enabling its community members to be informed, empowering its members to be involved with planning and decision-making processes, and working together to achieve a strong, positive community identity.

The City of Sunnyvale launched a community-building initiative in FY 2001/02 to encourage participation by Sunnyvale community members in the activities and decisions of local government and the community. The initiative focused on two areas: 1) improving the City’s communications to community members, and 2) encouraging participation by community members in the activities and decisions of local government and the community. Ten vision themes emerged from the community members working together with Council and City staff on a “Vision of Sunnyvale as an Engaged Community:”

1. **Community members are informed and take action:** Community engagement requires opportunities for engagement and community members who are willing to become responsibly engaged. This process requires community members to find and review information, think about their positions on relevant issues, and take appropriate action to address those issues.
2. **Residents and City officials communicate effectively:** This theme underscores the importance of responsible, civil and courteous dialogue between residents and City officials.
3. **Residents know how to get things done:** Community members understand how their local government works, and how to work effectively with government to achieve their goals.
4. **Strong sense of place:** Underscores the importance of identifying Sunnyvale as a unique place of which community members can be proud.
5. **Community members volunteer:** Community members give their time, without payment, for civic and community activities.
6. **Residents, City and businesses collaborate:** Constituencies work together and communicate effectively to achieve community goals.
7. **Diverse participation:** Civic participation by community members includes representation of all geographical, ethnic, economic and age groups.
8. **Residents learn about issues and candidates, and vote:** Voters attend candidates’ nights and vote on election days.
9. **Involved neighborhoods:** Community members take ownership of, and participate in, the quality of life in their neighborhoods.
10. **Trust:** Community members regard public officials and staff as being honest and acting in the community’s best interest.

## An Informed Community

Communication between City Hall, residents and businesses is one of the most important steps in building trust between residents and local government. Residents need timely and useful information about City programs, services and policy-making processes in order to effectively participate in governmental processes. The actual delivery of municipal services can be an important point of contact between residents and City Hall. The level and quality of services may affect the extent to which residents are involved in their community and feel that local government serves their needs.

The City of Sunnyvale takes a proactive approach in providing community members with information regarding City services, Council decisions, and City programs and policies. The City uses a variety of resources and techniques to ensure that accurate, relevant information is disseminated in a timely, objective and understandable manner, while establishing two-way communication between the City and community members.

In a community with a wide spectrum of informational needs and levels of access, it is important to focus on ways to inform the community that are cost effective, reach the desired population and provide information which is easily understood by the receiver. Changes in technology, resources, issues of concern and demographics require continued reassessment of available communication tools.

## An Involved Community

Why involve the public? According to the National League of Cities' *Futures Report, Connecting Cities and Their Government*, "With public involvement comes public support for solutions to the problems facing our communities. What is at stake for local officials in working to kindle a spirit of civility and responsibility among citizens can be summed up in one word: effectiveness." The *Deliberative Democracy Handbook* describes decisions made from public forums or other public involvement activities as potentially:

**More informed:** Decisions have been made with the best information, through authentic "give and take" exchanges of ideas and opinions, and reflect reasonable choices made from among the considered options.

**Consensus-based:** Decisions represent a shared view of the problem and the solution, are appropriately detailed given the process and the problem addressed, and often result from a transformation of participant attitudes and opinions.

**More Legitimate:** Decisions have been arrived at fairly, through an open, equitable process and reflect the highest good.

**More Supportable:** Decisions will potentially generate broader support for their implementation beyond those who are directly involved.

Involvement of residents in their community and local government helps enable the City to effectively meet the needs of its residents. Active participation by community members develops a sense of commitment to the community and its improvement. The importance of community wide involvement increases as the City becomes more diverse and potentially fragmented. Residents have a variety of opportunities to become involved in their community through local government and community-based organizations. Involvement supports the exchange of information in the community; these involvement opportunities support the development of grass-roots solutions to community problems.

Residents also have a range of opportunities to participate in local governmental policy-making and program planning. Public input in the decision-making process is crucial in order to ensure that City programs and policies reflect the needs and goals of the community. Community input in policy-making and program planning requires a genuine commitment on the part of both the City and the public to devote time and energy to effective participation. It also requires the development of relationships built on trust among the stakeholders of the community, and understanding the limits of government.

### **An Identity as a Strong, Positive Community**

The strength and nature of a city's identity affects its resident's sense of commitment and belonging to their community. Individuals must identify with their community in order to be willing to participate in the formation of its future and for local government to serve residents' needs. The development of a positive and healthy identity therefore reinforces the ability of community institutions and residents to

become involved, stay informed, and work towards common community goals. Community engagement is an essential tool for local government to identify and respond to concerns and needs, and therefore enhance the delivery of municipal services. The vision for community engagement in Sunnyvale is to achieve a strong, positive identity in which community members are able to effectively shape the future of their city.





## Informing the Community







# Informing the Community

## Access to Information, Services and Programs

Sunnyvale is committed to the goal of assuring that all community members have reasonable access to City information, services and programs within budgeted resources. Information needs to be accurate, timely and relevant. This entails informing the community about local government issues and programs in order to provide residents with the background needed to participate effectively and provides a starting point for communication between residents and City Hall. For many residents, their only contact with local government is through City services. Their experiences with City services will affect their perception of City Hall, for better or worse. Positive encounters with good customer service from the City help create an environment which can encourage further resident involvement.

Accessibility of City facilities, programs and services is a primary factor in maintaining an environment which is conducive to community participation. Inaccessible locations and information can make it difficult or impossible for residents to receive some municipal services and participate in programs, thus weakening both the City's ability to provide some services and individuals' ties to the community. The City's goal is to make City programs and services reasonably accessible to everyone in order to increase community members' ability to participate. At the same time, the City's ability to meet the ever-increasing demand for services is limited.

## Outreach to a Diverse Community

### Community Networks

Community networks provide an opportunity to inform community members in a cost-effective and comprehensive manner. In the future, strengthening working relationships with neighborhoods and community-based organizations may develop forums for communication and information exchange between residents and the City as well as among individuals and organizations in the community.

## Publications

Publications, both printed and electronic, will continue to be a widely used method to inform the public. Changes in technology and increased awareness of the needs of all segments of the population will create new challenges to effectively use this tool for informing the community about City services, programs and activities. Credibility comes in part from clarity and accuracy. The Communications Division works with all City departments to ensure that messages to the public are clear and unambiguous.

## Using Technology to Improve Community Outreach

Community outreach is critical to government to help educate residents on issues, build support, provide feedback and counter negativity. Key measurements for advertising and promotion are reach and frequency. Technology can increase reach by getting messages to new customers and increase the frequency by repeating and reinforcing the message. In some cases, technology can be used to improve community outreach without significantly raising costs. Various tools are already available including: City Web site, Citywide publications, e-mail blasts, subscription software that adds a person to an interest list to receive content-specific e-mails, town hall meetings, electronic newsletters, government-access television, voice mail and fact sheets in different languages. They may be used effectively to reinforce messages when they are easy to use and easy to understand.

## Internet Web Sites

In order to reach community members, they must be able to find City information easily, intuitively, and in plain language. The City has introduced a new series of Web addresses to make information easier to find. All addresses end with: *inSunnyvale.com*. The City invested in the URL and also protected "inSunnyvale": .net, .org, .us, etc. To illustrate with an example, *http://sunnyvale.ca.gov/Departments/Parks+Recreation.htm* becomes *Recreation-Signup.inSunnyvale.com*. The Communications Division

has developed more than 100 addresses to provide easy links to information.

### Media Relations

Media relations are a priority of the Communications Division in the Office of the City Manager, the focal point for Citywide public information. The City has a comprehensive media relations policy outlining the City's philosophy of providing press access and detailing the process for contact with reporters. The Communications Division provides formal and informal training to staff and Council members regarding effective communications with the news media. The Communications Division also coordinates direct communications with the news media by orienting new reporters to Sunnyvale on City processes, assuring the availability of public documents, reports and staff, and preparing news releases when warranted.

Coverage of Sunnyvale issues and services in the news media reaches a wide spectrum of the population in a cost-effective manner. This coverage is limited by the reach of circulation of online, print and broadcast media, as well as the competition for space and time in the media. The City will continue to support open and responsive relationships with the news media to achieve effective communications with the public.

### Open Channels of Communications

Encouraging feedback from residents and being responsive to their concerns are important factors in creating open channels of communication for local government. These considerations are also central to Sunnyvale's view of customer service. Evaluation of appropriate response mechanisms, such as opinion surveys and feedback questionnaires, is an ongoing task for City staff to keep up with changes in community conditions.





## Involving the Community





# Involving the Community

## **Civic Engagement in Decision-Making and Program Planning**

Community involvement strengthens a sense of commitment to the community, increases the level of information exchanged about problems and opportunities, and enhances community-based problem solving. Resident input in policy making is one of the most challenging and important elements of community engagement. Based on a well-informed and committed community, public participation is crucial to the formation of policies and programs which reflect the goals of the community, addresses the needs of residents and businesses, and balances services with available resources. Effective community participation in policy-making and program planning requires significant commitment on the part of residents and the City, but provides significant payoff in terms of providing responsive policies and services which receive public support. The City encourages community involvement in several areas.

## **Volunteerism**

Each year, hundreds of community members volunteer their time, talents and energy to help others, solve problems, and help build a stronger Sunnyvale community. They are individuals of all backgrounds, ages and beliefs doing extraordinary work to make a difference in the lives of others. Sunnyvale's volunteer workforce contributes thousands of hours annually. Use of volunteers provides the City with a means to leverage its ability to provide services to the community. For residents, volunteering in local government may represent an opportunity to become more knowledgeable about their City, build skills and gain experience. Volunteers provide the City with an important source of contact with community members, which contribute to information sharing between staff and the community.

On a national level, the Points of Light Foundation and Volunteer Center National Network support volunteer efforts at the local level throughout the country, saying: "We believe that social problems are caused by social alienation – the result of a

disconnected society in which people are separated from the vital social resources necessary to make their lives more fulfilling and productive. We also believe that sustained and well-organized volunteering improves our social condition by helping re-connect those most in need to society and its resources."

City policy encourages representation of a wide spectrum of community interests in all major City activities. Involvement in City programs and services provides individuals with the opportunity to enhance their understanding of local government and better prepares them to influence decisions regarding their community. Sunnyvale residents have opportunities to volunteer in virtually every City program. The Volunteer Resources Program was established in 1981 to coordinate the recruitment, placement and training of volunteers throughout the City organization. In a typical year, approximately 600 community members volunteer more than 35,000 hours to a broad range of City services and activities. The Volunteer Resources Program seeks to build a strong, unified network of local volunteers, to increase the quantity and quality of volunteering, while effectively mobilizing community members to help solve local problems and enhance delivery of services. Volunteer Resources also provides outreach to local clubs, schools and organizations to identify interested volunteers.

## **Community Building from Neighborhoods to Networks**

### **Community Organizations**

Partnerships with community-based organizations allow the City to broaden the scope of community involvement, mutual support and problem solving. As the role of local government changes and limited financial resources constrain its ability to serve the community, productive relationships with a wide range of grass-roots organizations, nonprofit services and interest groups will become both effective and essential for cities and residents to address issues

in the future. The City will continue to explore new opportunities to create partnerships with community members and facilitate organization and communication among them through cooperation and support of community organizations.

### Neighborhood Associations

Municipal services affect neighborhoods directly, and the quality of life in neighborhoods is the product of active residents and municipal commitment at high levels of cooperation. Coordination of a range of public services affecting neighborhoods, such as public safety, public works and neighborhood preservation will contribute to more effective use of resources and information by the City, as well as support for healthy residential neighborhood networks.

### Local Government and Schools

Increasing the awareness of, and involvement in, local government in schools can improve the likelihood that students will be active participants in municipal affairs throughout their lives. The Communications Division works with local schools to host opportunities for Sunnyvale students to visit City Hall and participate in a mock City Council meeting. In the future, the City would like to continue to enhance communications with school districts and teachers to improve the presentation of information about local government and citizen responsibilities in schools.

### Employers and Employees

Sunnyvale has a significant daytime worker population, many of whom do not live in the City. As a recipient of City services and a party affected by City policies, Sunnyvale's business community is an integral component of community participation. The City will need to explore continued and expanded partnerships with business in the future to optimize employer and employee involvement in the community.

### Philanthropy

Sunnyvale's companies are in a position to be active partners in addressing community issues and improving the quality of life for residents as well as their employees. Business philanthropy can take the form of volunteer programs, involvement in policy making and service delivery, and corporate giving. Innovative partnerships between the City, corporations and community organizations will grow in importance as each partner looks for effective solutions to provide greater leverage of resources to meet community needs.

### Representation

Boards and commissions are a direct form of community involvement in City policy-making and program planning. Due to the need for boards and commissions which adequately and effectively represent the community during decision-making processes, recruitment and training of board and commission members will continue to be special areas of focus in the future.





## Establishing a Strong, Positive Community Identity







# Establishing a Strong, Positive Community Identity

## Key Assets – A Sense of Place

Community members must have a sense of the community to which they belong before they are willing to become involved. Sunnyvale's goal in enhancing and promoting its identity is to foster greater community involvement in the City. Greater involvement empowers the community and creates civic pride. This in turn supports a greater level of involvement which reflects the needs, goals and character of its residents.

In his essay about the benefits of civic engagement, *Bowling Alone*, Robert D. Putnam states that when we are engaged, we establish common ground and trust our neighbors. Because trust is established, we are able to work together effectively. When we develop connections with people, we trust them and because we trust them, we are willing to work in community with them. Similarly, the process of working together to achieve a common goal also produces trust. Creating communities for action sets up conditions in which people care about the outcomes of what they do together. In addition, embracing democratic principles provides a set of norms and behaviors that governs people's actions and behaviors. When we widen the circle of involvement, we employ democratic principles and the reciprocal nature of connection and community.

The **Sunnyvale Community Vision** outlines the following assets as defined by the people of Sunnyvale:

- A mild climate conducive to an active lifestyle;
- A central location in the world-renown Silicon Valley, with good highway and train access to regional activity centers;
- Quality public education;
- High level of public safety;
- Innovative businesses providing quality jobs;
- A diverse population;

- Attractive, clean, comfortable living which is in balance with the natural environment;
- Quality parks, playgrounds, library and community center;
- A community of residents and businesses which take pride in Sunnyvale and who are willing to commit their time and energy to make it even better; and
- A responsive, efficient and open local government.

## Community Recognition and Celebrations

Community wide celebrations and events serve as forums for community interaction while bolstering civic pride and establishing important community traditions. For instance, the Department of Parks and Recreation coordinates an annual signature special event, Hands on the Arts. The City acts as a facilitator to help community members plan and conduct special events which provide vitality and enhance the identity of the City. Through Sunnyvale's special event application process, City staff helps event organizers obtain the necessary permits and approvals to produce safe, well-organized community-wide events. Major events include the Sunnyvale Downtown Association Music and Market Summer Series, and the Chamber of Commerce Art and Wine Festival. Using this approach, the City can leverage its resources to celebrate Sunnyvale and strengthen the community's role in producing events and activities.

## Recognition

Recognition of individuals and City achievements helps create a positive attitude towards local government and encourages greater community involvement. Community member achievements are recognized at the annual State of the City event which, along with special events held by

departments throughout the City, provides a forum for bringing residents together and celebrating the Sunnyvale community. Events, activities and promotions that contribute to both individual and community recognition are opportunities to develop and strengthen a positive identity and reputation for Sunnyvale, which then can help support other City and community goals.

### Regional Role

As local and regional issues, problems and solutions become increasingly interrelated; the involvement of a City within its region becomes necessary. Sunnyvale's community identity helps to determine its role in Santa Clara County, the South Bay and the Peninsula, and the wider Bay Area. The City must also address its role regarding state, national and international issues as well, such as, intergovernmental finances between levels of government. Increased regionalism provides opportunities for sharing of information between communities and enhancement of the City's external and internal identities.



## Community Condition Indicators





## Community Condition Indicators

		1994	2007
<b>AN INFORMED COMMUNITY</b>			
1.	Number of Bay Area newspapers regularly serving Sunnyvale published in English: Sunnyvale Sun, San Jose Mercury News, Palo Alto Daily News, Palo Alto Weekly, Metro, SF Chronicle	6	6
2.	Number of Bay Area newspapers regularly serving Sunnyvale published in a language other than English: El Observador, El Mensajero, India News (bilingual), Korea Daily, La Fuerta, Ming Pao, Sing Tao, Vietnam Daily News.	No data	8
3.	Average monthly Web site usage: Top Pages include: City Web site, Library, Parks and Recreation, Human Resources, Public Works Solid Waste and Recycling, City Council Meeting, Events	No data	Hits: 2,366,429 Page Views: 833,360 Visits: 261,347
4.	Percentage of residents that agree with the statement "Information provided by the City of Sunnyvale (on KSUN, the City's Web site, contained in <i>Quarterly Report</i> , etc.) is accessible, timely and relevant"	No data	93% 2007 External Survey
<b>AN INVOLVED COMMUNITY</b>			
5.	Number of volunteers enrolled in City Volunteer Services Program and volunteer hours.	873	817 active volunteers; 42,736 hours served
6.	Youth volunteer hours including Teen Advisory Committee and Summer Teens.	No data	2,082 hours
7.	Number of applicants for Spring Board and Commission recruitment	36	17 (May 2007)
8.	Number of individuals serving on Boards, Commissions or Advisory Committees; volunteer hours	No data	111 individuals; total of 1,451 hours
9.	Number of households represented by a registered neighborhood association	No data	25,594
10.	Voter turnout in municipal elections	38%	52%
<b>COMMUNITY IDENTITY</b>			
11.	Percentage of residents rating the "Sense of Community" in Sunnyvale as a whole as "good" or "excellent"	No data	64% 2007 External Survey
12.	Community events applications initiated by community members for public events with more than 500 in attendance	n/a	20
13.	Percentage of residents rating the "Overall image/reputation of Sunnyvale" as "good" or "excellent"	No data	80% 2007 External Survey





## Goals, Policies and Action Strategies





## Goals, Policies and Action Strategies

The Community Engagement Sub-element of the City of Sunnyvale's General Plan establishes a set of integrated goals, policies and action strategies which guide decision-making and lead toward the active involvement of residents, community organizations and businesses in shaping their future and the future of their city.

The goals, policies and action strategies within this sub-element are based on the following assumptions:

1. Community engagement is an essential method for local government to identify and respond to residents' concerns and needs, and therefore improve the effectiveness of municipal services and policy-making processes.
2. With a significant level of collaboration between the City, its residents, community organizations and businesses, community engagement can become a method for effective community problem solving. Creation and maintenance of partnerships with individuals and organizations will help to resolve issues and address needs.
3. Community members need comprehensive and usable information about City resources, programs, services and policy making processes as well as information regarding financial, legal or other constraints in order to effectively participate in government processes.
4. Involvement of community members in their community and local government helps the City to effectively meet the needs of its residents.
5. Community engagement helps develop a sense of commitment to the community and its improvement.
6. Resident input in the decision-making process is crucial to ensure that City programs and policies reflect the needs and goals of the community, and reduces the risks and costs associated with actions unsupported or opposed by the community.
7. Because government resources are limited, community engagement can help achieve creative and responsive solutions which can leverage community resources as well as reduce demand for public services.
8. The level of access to City services and information affects the extent to which residents may become involved in their community, perceive that the local government is responsive to their needs, and participate in civic affairs.
9. Community members who feel a "sense of community" are more likely to be willing to work with local government to find solutions to problems. The development of a positive and healthy community identity reinforces the ability of community members to become involved, stay informed and work towards common goals.
10. Limited public resources require ongoing evaluation of communication methods and programs to ensure cost effectiveness.
11. Absence of evidence of active involvement with local and community programs, services and events, does not imply lack of interest or dedication to community engagement. Community engagement can take many forms from passive to active levels of involvement. For example, a resident may regularly check the City Web site and read Council reports from home. Or, they may serve as a volunteer on a City board, commission or advisory committee.
12. A strong, positive community identity is enhanced by cultural diversity.

### Long-range Goals

The goals in the Community Engagement Sub-Element are long-range, broad and comprehensive. Goals are not necessarily measurable or achievable; rather, they describe a desired end-state community condition with regard to community engagement in Sunnyvale.

## Policies

Policies describe context and rationale of desired outcomes. Policies are focused and specific; they may be created, altered or discarded by City Council in response to current issues facing the City. Policies, must however, be consistent with adopted long-range goals of the General Plan.

## Action Strategies

Action strategies are short-range in nature. The action strategies translate the long-range goals and adopted policies into decisions and actions which address community engagement needs in Sunnyvale. They are the critical link between long-range planning and current decision-making. When City Council adopts the Community Engagement Sub-element, it is adopting the goals and policies; the action strategies are included in the document to inform Council and the public regarding the initial operational steps which staff proposes to implement the goals and policies adopted by Council. Staff may create new action strategies and revise others without action by City Council. (Please refer to Appendix C – *Action Strategies for Community Engagement*).

The following are goals and policies for the Community Engagement Sub-element of the General Plan:

### An Informed Community

**GOAL A: Achieve A Community In Which All Community Members Are Well-informed About Local Issues, City Programs And Services.**

**Policy A.1:** Assure that all community members have reasonable access to City information, services and programs within budgeted resources.

**Policy A.2:** Provide accurate and thorough information in a timely manner to ensure that community members have an opportunity to respond effectively.

**Policy A.3:** Ensure an integrated approach to informing community members about local issues, City programs and services that reaches all segments of a diverse community.

### An Involved Community

**GOAL B: Achieve A Community In Which All Community Members Can Be Actively Involved In Shaping The Quality Of Life And Participate In Local Community And Government Activities.**

**Policy B.1:** Provide opportunities for, and encourage community involvement in, the development and implementation of City and community policies, activities, programs and services.

**Policy B.2:** Simplify processes and procedures to make it easy and convenient for community members to participate in City policy-making process, activities, programs and services.

**Policy B.3:** Promote the importance and benefits of community involvement, particularly in areas that may directly affect the lives of residents.

**Policy B.4:** Promote and encourage volunteerism in City and community affairs.

**Policy B.5:** Facilitate efficient and effective interactive methods of communication between the City and community members with mechanisms to evaluate and monitor feedback from the public.

**Policy B.6:** Provide opportunities for, and encourage involvement from, community members that reflect wide representation and the diversity of the City for collaborative decision-making and joint action in developing solutions to problems.

**Policy B.7:** Plan for and provide facilities and places that promote opportunities for community engagement.

**Policy B.8:** Assure that City services, programs and policy decisions are responsive to community input and feedback, while recognizing the limits of the City's ability to expand municipal services.

## A Strong, Positive Community Identity

### GOAL C: Create A Strong, Positive Community Identity, Rich In Cultural Diversity

**Policy C.1:** Actively encourage public and professional recognition of the City through awards and promotion of significant City and community accomplishments and innovations.

**Policy C.2:** Encourage celebrations which help to create a strong, positive community identity and recognize cultural diversity.

**Policy C.3:** Engage in regional, state, national and international activities which promote a positive community identity for the City of Sunnyvale.

**Policy C.4:** Foster an environment of awareness, respect and understanding that encourages community engagement with diverse cultures.







## Appendices and References





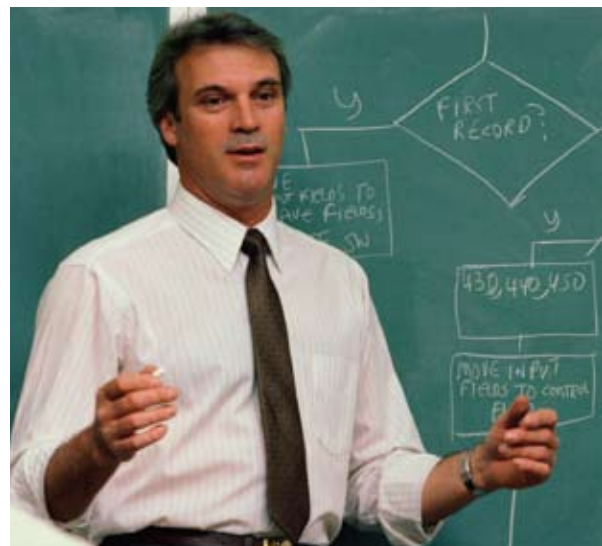
# Appendices and References

## Appendices

A. General Plan for the City of Sunnyvale

B. Goals, Policies and Actions Statements, Community Participation Sub-element of the Sunnyvale General Plan, February 7, 1995

C. Action Strategies for Community Engagement, Community Engagement Sub-element of the Sunnyvale General Plan, October 30, 2007



## Appendix A

### General Plan for the City of Sunnyvale

#### General Plan Outline

ELEMENTS	SUB-ELEMENTS (date adopted)
<b>Community Vision</b>	(2007)
<b>1.0 Land Use and Transportation</b>	1.0.1 Land Use and Transportation (1997)
<b>2.0 Community Development</b>	2.2 Open Space and Recreation (2006) 2.3 Housing and Community Revitalization (2001) 2.4 Safety and Seismic Safety (1993) 2.5 Community Design (1990)
<b>3.0 Environmental Management</b>	3.1 Water Resources (1996) 3.2 Solid Waste Management (1996) 3.3 Wastewater Management (2001) 3.4 Surface Runoff (1993) 3.5 Energy (RETIRED 1999) 3.6 Noise (1997) 3.7 Air Quality (1993)
<b>4.0 Public Safety</b>	4.1 Law Enforcement (1995) 4.2 Fire Services (1995) 4.3 Support Services (1988)
<b>5.0 Socio-economic</b>	(1989)
<b>6.0 Cultural</b>	6.1 Recreation (RETIRED 2006, See 2.2) 6.2 Library (2003) 6.3 Heritage Preservation (1995) 6.4 Arts (1995)
<b>7.0 Planning and Management</b>	7.1 Fiscal (2006) 7.2 Community Participation (1995) <b>7.2 Community Engagement (2007)</b> 7.3 Legislative Management (1999)

## Appendix B

### Goals, Policies and Action Statements, Community Participation Sub-Element of the Sunnyvale General Plan, February 7, 1995.

#### Community Education

##### Goal 7.2A

Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

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##### POLICY 7.2A.1 – COMMUNITY NETWORKS

Use community and business organizations and networks as a resource for community education and outreach.

- 7.2A.1a Encourage the development of and support community organizations and networks for public information.
- 7.2A.1b Provide community organizations and networks with and encourage distribution of information regarding City events, programs and services.
- 7.2A.1c Work with local institutions, school districts, and other public agencies to develop informational networks serving the community.

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##### POLICY 7.2A.2 – INFORMATION DISTRIBUTION

Publish and distribute information regarding City programs and services, City Council actions, and policy issues.

- 7.2A.2a Produce a periodic comprehensive publication on City affairs that is distributed to all City residents and businesses.
- 7.2A.2b Identify citizens, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information about participation in the decision-making process.
- 7.2A.2c Evaluate periodically City public information materials, activities and plans using surveys, focus groups, or other means to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.
- 7.2A.2d Assess periodically the impact of public information materials and activities about City programs and services on public demand for City services, especially for those which are not self-supporting.
- 7.2A.2e Provide outreach and staff involvement through mechanisms such as a speakers' bureau to provide information to community organizations.
- 7.2A.2f Develop and regularly update a coordinated database for information distribution.

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**POLICY 7.2A.3 – MEDIA RELATIONS**

Encourage comprehensive media coverage of City actions, services and programs.

- 7.2A.3a Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.
- 7.2A.3b Assist the news media in receiving information and access to the City Council, staff and documents for the coverage of City issues.

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**POLICY 7.2A.4 – APPROPRIATE TECHNOLOGY**

Identify communications media and telecommunications technology which are appropriate and cost effective to provide information to and access for the community.

- 7.2A.4a Monitor telecommunications technology and policy developments and evaluate their potential impact on cable television programming and other public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.
- 7.2A.4b Develop a telecommunications policy to guide utilization of technology for public participation and citizen involvement.

## **Community Involvement**

### **Goal 7.2B**

Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

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**POLICY 7.2B.1 – PLANNING AND IMPLEMENTATION**

Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

- 7.2B.1a Continue to provide support citizen participation in City programs and services and develop materials to assist involvement.
- 7.2B.1b Promote involvement of businesses in community activities and services.
- 7.2B.1c Work with local school districts and community organizations to encourage student involvement in local government and community activities and issues.
- 7.2B.1d Promote public awareness and understanding of financial and other constraints on municipal services, and involve citizens to identify solutions which balance public demand for services with the limited resources available.



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**POLICY 7.2B.2 – VOLUNTEERISM**

**Encourage citizen volunteerism in community affairs.**

- 7.2B.2a Continue to evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.
- 7.2B.2b Identify opportunities for citizens and mechanisms for volunteers to maintain and/or enhance City programs, services and communication, as well as other community efforts.
- 7.2B.2c Publicly recognize citizen involvement, contributions and achievements.
- 7.2B.2d Support City and corporate employee involvement in community activities.
- 7.2B.2e Support community efforts to implement effective volunteerism.

---

**POLICY 7.2B.3 – COMMUNITY ORGANIZATIONS**

**Support local and neighborhood organizations and strengthen contacts between the City and community groups.**

- 7.2B.3a Identify and strengthen contacts between the City and community organizations.
- 7.2B.3b Coordinate City neighborhood programs and outreach to improve support, communications and effectiveness.
- 7.2B.3c Create or support the development of a directory of community organizations.

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**POLICY 7.2B.4 – COMMUNITY SELF-RELIANCE**

**Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.**

- 7.2B.4a Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.
- 7.2B.4b Encourage grass-roots efforts to identify and develop solutions for community problems.

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**POLICY 7.2B.5 – PARTNERSHIPS**

**Foster partnerships and relationships among public institutions, business and industry, community and service organizations, and the City to address community issues.**

- 7.2B.5a Support communication among various segments of the community to create and strengthen relationships.
- 7.2B.5b Identify and build on opportunities for partnerships between the City and the community which can leverage resources to meet community needs.
- 7.2B.5c Facilitate the development of relationships and partnerships among community organizations and the business community to achieve community goals.

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**POLICY 7.2B.6 – PHILANTHROPY**

Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

- 7.2B.6a Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.
- 7.2B.6b Facilitate the ability of businesses to support or supplement public resources to achieve community goals.
- 7.2B.6c Publicly recognize business community involvement, contributions and achievements.

**Policy Making and Program Planning****Goal 7.2C**

Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City’s ability to expand municipal services.

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**7.2C.1 – REPRESENTATION**

Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

- 7.2C.1a Develop specific criteria and plans to obtain a diversity of representation in citizen participation activities.
- 7.2C.1b Encourage a diverse pool of applicants for membership on boards, commissions and task forces to reflect the appropriate cross-section of the community.

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**POLICY 7.2C.2 – NOTIFICATION AND ACCESS**

Ensure that appropriate and effective public notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy making process.

- 7.2C.2a Notify appropriate citizens and community groups about opportunities for involvement in policy making and program planning.
- 7.2C.2b Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.
- 7.2C.2c Provide opportunities for the private sector to participate in the development of relevant public policy decisions.
- 7.2C.2d Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues, in addition to the minimum legal and policy requirements for notification and access.

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**POLICY 7.2C.3 – STAFF ROLE**

**Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.**

- 7.2C.3a Identify opportunities and develop appropriate plans for City personnel to meet and interact with citizen and community groups regarding City issues.
- 7.2C.3b Prepare and train staff to effectively solicit community feedback for use in policy making and program planning.

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**POLICY 7.2C.4 – CITIZEN INVOLVEMENT IN POLICY MAKING**

**Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.**

- 7.2C.4a Enhance the ability of board and commission members to act as key policy advisors to Council through orientation, training, and communication.
- 7.2C.4b Develop appropriate community involvement plans and document community involvement for policy making and planning processes.
- 7.2C.4c Establish community task forces to advise the City on issues when appropriate.
- 7.2C.4d Assist citizens and community organizations in seeking community-based solutions where appropriate, rather than those led and financed by government.

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**POLICY 7.2C.5 – FEEDBACK**

**Provide opportunities for community input and monitor feedback.**

- 7.2C.5a Identify appropriate citizen feedback mechanisms to provide the optimal level of community input in public decision making.
- 7.2C.5b Evaluate public involvement measures to ensure their utility as policy making and program planning tools.
- 7.2C.5c Use surveys to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.

## Service Delivery

### Goal 7.2D

Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff within budgeted resources.

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#### **POLICY 7.2D.1 – NEEDS ASSESSMENT**

**Assess community needs in provision of and access to City services.**

- 7.2D.1a Develop mechanisms to assess community needs in provision of services.
- 7.2D.1b Monitor legislative and regulatory trends regarding citizen access and public information issues.

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#### **POLICY 7.2D.2 – MARKETING**

**Provide opportunities for all citizens and organizations to successfully interact and do business with the City.**

- 7.2D.2a Continue to provide and support a central information center in City Hall to assist citizens in locating and using City services.
- 7.2D.2b Continue a high level of community awareness of City services and programs.
- 7.2D.2c Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

---

#### **POLICY 7.2D.3 – ACCESS**

**Provide reasonable and fair citizen access to information and services within budgeted resources.**

- 7.2D.3a Review City service levels to provide reasonable and cost effective access to City facilities, programs and services.
- 7.2D.3b Respond in a timely manner to all citizen inquiries or concerns regarding City services.
- 7.2D.3c Provide appropriate language translation assistance and translated materials to citizens seeking City services.
- 7.2D.3d Enhance the ability of City programs and staff to serve community diversity.
- 7.2D.3e Develop suitable customer feedback mechanisms for City programs to use to assess quality and customer service issues and opportunities for improvement.

## Community Identity

### Goal 7.2E

Create a strong, positive community identity.

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#### POLICY 7.2E.1 - RECOGNITION

Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

- 7.2E.1a Identify opportunities for local, state and national recognition of City achievements, innovations, personnel, and programs and services.
- 7.2E.1b Maintain a commitment to continuous improvement of City programs and services.

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#### POLICY 7.2E.2 - COMMUNITY CELEBRATION

Encourage celebrations of community and projects which focus on the character, diversity and quality of Sunnyvale.

- 7.2E.2a Sponsor and support community special events which strengthen a positive community identity.

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#### POLICY 7.2E.3 - REGIONAL ROLE

Take an appropriate active role in regional, state and national activities.

- 7.2E.4a Exchange ideas and innovations with other communities.
- 7.2E.4b Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

## Appendix C

### 2007 Action Strategies For Community Engagement

The following are proposed action strategies for Community Engagement in Sunnyvale:

#### AN INFORMED COMMUNITY

**GOAL A: ACHIEVE A COMMUNITY IN WHICH ALL COMMUNITY MEMBERS ARE WELL INFORMED ABOUT LOCAL ISSUES, CITY PROGRAMS AND SERVICES.**

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**Policy A.1 – Assure that all community members have reasonable access to City information, services and programs within budgeted resources.**

**ACTION STRATEGIES:**

- A.1a. Provide reasonable and cost effective access to City facilities, programs and services.
- A.1b. Develop suitable customer feedback mechanisms for City programs to assess quality and customer service issues and opportunities for improvement.
- A.1c. Monitor legislative and regulatory trends regarding public access and information issues.
- A.1d. Utilize community and business organizations to assist in informing the community about City Services and programs.
- A.1e. Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.
- A.1f. Assist the news media in receiving information regarding coverage of City issues.
- A.1g. Identify communications media and communications technology which are appropriate and cost effective to provide information to and access for the community.
- A.1h. Monitor communications technology and policy developments and evaluate their potential impact on public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.
- A.1i. Monitor the City communications policy to guide utilization of technology for public participation and community involvement.
- A.1j. Continue to provide and support a central information center in City Hall to assist community members in locating and using City services.

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**Policy A.2 – Provide accurate and thorough information in a timely manner to ensure that community members have an opportunity to respond effectively.**

**ACTION STRATEGIES:**

- A.2a. Respond in a timely manner to all resident inquiries or concerns regarding City services.
- A.2b. Identify residents, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information enabling participation in planning and decision-making processes.
- A.2c. Ensure that effective public notification and access, in accordance with relevant laws and City Council policies, are provided to enhance meaningful community participation in the policy making process.



- A.2d. Notify community members of opportunities for involvement in policy-making and program planning.
- A.2e. Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.
- A.2f. Provide opportunities for community members to participate in the development of relevant public policy decisions.
- A.2g. Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues.
- A.2h. Produce periodic comprehensive publications on City affairs that are readily available and distributed to all City residents and businesses.
- A.2i. Publish and distribute timely and accurate information regarding City programs and services, City Council actions, and policy issues.
- A.2j. Encourage comprehensive, accurate and timely media coverage of City actions, services and programs.
- A.2k. Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

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**Policy A.3 – Ensure an integrated approach to informing community members about local issues, City programs and services that reaches segments of a diverse community.**

**ACTION STRATEGIES:**

- A.3a. Provide appropriate language translation assistance and translated materials to residents seeking City services.
- A.3b. Enhance the ability of City programs and staff to serve community diversity.
- A.3c. Provide information and outreach through various mechanisms in order to effectively inform and engage community members.
- A.3d. Encourage the development of and support community organizations and networks for public information.
- A.3e. Work with businesses, local institutions, school districts, and other public agencies to develop informational networks serving the community and assist in informing the community about City services and programs.
- A.3f. Provide community organizations and networks with information regarding City events, programs and services and encourage distribution throughout the City.
- A.3g. Develop mechanisms to assess community needs in provision of services.
- A.3h. Regularly update a coordinated database for information distribution.
- A.3i. Periodically evaluate City public information materials, activities and plans, to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.
- A.3j. Assess the effectiveness of public information about City programs and services and the fiscal impact.

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## AN INVOLVED COMMUNITY

**GOAL B: ACHIEVE A COMMUNITY IN WHICH ALL COMMUNITY MEMBERS CAN BE ACTIVELY INVOLVED IN SHAPING THE QUALITY OF LIFE AND PARTICIPATE IN LOCAL COMMUNITY AND GOVERNMENT ACTIVITIES.**

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**Policy B.1 – Provide opportunities for and encourage community involvement in the development and implementation of City and community policies, activities, programs and services.**

**ACTION STRATEGIES:**

- B.1a. Support community participation in City programs and services and develop materials to assist and encourage involvement.
- B.1b. Promote involvement of businesses in City and community activities, programs and services.
- B.1c. Promote public awareness and understanding of financial and other constraints on municipal services, and involve community members in identifying solutions which balance public demand for services with limited resources.
- B.1d. Support communication throughout the community to create and strengthen relationships.
- B.1e. Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.

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**Policy B.2 – Simplify processes and procedures to make it easy and convenient for community members to participate in City policy-making process, activities and programs.**

**ACTION STRATEGIES:**

- B.2a. Provide community outreach programs throughout the City to improve service delivery and communication with community members.
- B.2b. Facilitate the development of relationships and partnerships among community organizations and the business community to achieve common goals.
- B.2c. Encourage grass-roots efforts to identify and develop solutions for community problems.
- B.2d. Evaluate public involvement measures to ensure their utility as policy making and program planning tools.

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**Policy B.3 – Promote the importance and benefits of community involvement, particularly in areas that may directly affect the lives of residents.**

**ACTION STRATEGIES:**

- B.3a. Work with local school districts and community organizations to encourage student involvement in local government, community activities and issues.
- B.3b. Support City and corporate employee involvement in community activities.
- B.3c. Identify and build on opportunities for partnerships between the City and community members which can leverage resources to meet community needs.
- B.3d. Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.

- B.3e. Facilitate the ability of businesses to support or supplement public resources to achieve community goals.
  - B.3f. Publicly recognize business community involvement, contributions and achievements.
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**Policy B.4 – Promote and encourage volunteerism in City and community affairs.**

**ACTION STRATEGIES:**

- B.4a. Continue to support and evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.
  - B.4b. Identify opportunities and mechanisms for community members to maintain and/or enhance City programs, services and assets through volunteer endeavors.
  - B.4c. Publicly recognize City volunteer involvement, contributions and achievements.
  - B.4d. Support efforts to implement and foster effective volunteerism throughout the City.
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**Policy B.5 – Facilitate efficient and effective interactive methods of communication between the City and community members with mechanisms to evaluate and monitor feedback from the public.**

**ACTION STRATEGIES:**

- B.5a. Identify and strengthen contacts between the City and community organizations.
  - B.5b. Support the development of a comprehensive directory of community organizations and resources to strengthen relationships throughout the City.
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**Policy B.6 – Provide opportunities for and encourage involvement from community members that reflect the wide representation and diversity of the City for collaborative decision-making and joint action in developing solutions to problems.**

**ACTION STRATEGIES:**

- B.6a. Develop specific criteria and plans to obtain a diversity of representation in community engagement activities.
  - B.6b. Encourage a diverse pool of applicants for membership on boards, commissions, advisory committees and task forces to reflect the diversity of the community.
  - B.6c. Use surveys and/or other methods to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.
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**Policy B.7 – Plan for and provide places that promote opportunities for community engagement.**

**ACTION STRATEGIES:**

- B.7a. Identify opportunities and develop plans for City personnel to meet and interact with community groups regarding City issues.

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**Policy B.8 – Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City’s ability to expand municipal services.**

**ACTION STRATEGIES:**

- B.8a. Provide opportunities for community input and monitor feedback.
- B.8b. Identify feedback mechanisms to provide the optimal level of community input in public decision making.

## **A STRONG, POSITIVE COMMUNITY IDENTITY**

### **GOAL C: CREATE A STRONG, POSITIVE COMMUNITY IDENTITY, RICH IN CULTURAL DIVERSITY**

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**Policy C.1 – Actively encourage public and professional recognition of the City through awards and promotion of significant City and community accomplishments and innovations.**

**ACTION STRATEGIES:**

- C.1a. Identify opportunities for recognition of City achievements, innovations, personnel, and programs and services.
- C.1b. Maintain a commitment to excellence and continuous improvement of City programs and services.

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**Policy C.2 – Encourage celebrations which help to create a strong, positive community identity and recognize cultural diversity.**

**ACTION STRATEGIES:**

- C.2a. Facilitate the efforts of community members to provide safe, well-organized community-wide special events which strengthen a positive community identity.

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**Policy C.3 – Engage in regional, state, national and international activities which promote a positive community identity for the City of Sunnyvale.**

**ACTION STRATEGIES:**

- C.3a. Exchange ideas and innovations with other communities.
- C.3b. Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

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**Policy C.4 – Foster an environment of awareness, respect and understanding that encourages community engagement with different cultures.**

**ACTION STRATEGIES:**

- C.4a. Encourage and celebrate the diverse cultures that represent the Sunnyvale community.

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**RESOLUTION NO. 299-07****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUNNYVALE ADOPTING AND INCORPORATING INTO THE GENERAL PLAN THE COMMUNITY ENGAGEMENT SUB-ELEMENT (AN UPDATE OF THE COMMUNITY PARTICIPATION SUB-ELEMENT ADOPTED IN 1983 AND LAST UPDATED IN 1995)**

WHEREAS, the Department of Community Development has proposed adoption of the Community Engagement Sub-Element (an update of the Community Participation Sub-Element adopted in 1983 and last updated in 1995), a copy of which is attached hereto and made a part hereof by reference as Exhibit "A," and incorporating the amendments into the 1983 General Plan of the City of Sunnyvale, last updated in 1995; and

WHEREAS, no new development or change in policy that would affect the physical environment is proposed through the Community Participation Sub-Element and therefore, pursuant to Title 14 of the California Code of Regulations, Section 15061(b)(3), no additional environmental review is required. The vision for the community and the related goals will be implemented through the adoption of the functional elements of the General Plan and appropriate environmental review and documentation will be conducted at that time; and

CEQA - EXEMPTION. The City Council finds, pursuant to Title 14 of the California Code of Regulations, Section 15061(b)(3), that this ordinance is exempt from the requirements of the California Environmental Quality Act (CEQA) in that it is not a Project which has the potential for causing a significant effect on the environment. The Council therefore directs that the Planning Division may file a Notice of Exemption with the Santa Clara County Clerk in accordance with the Sunnyvale Guidelines for the implementation of CEQA adopted by Resolution No. 118-04.

WHEREAS, the Planning Commission held a noticed public hearing on the adoption of the Community Engagement Sub-Element and proposed amendments on September 24, 2007, after which the Planning Commission recommended that the City Council adopt the Community Engagement Sub-Element and proposed amendments; and

WHEREAS, the City Council held a noticed public hearing to consider adoption of the Sunnyvale Community Vision and proposed amendments on October 30, 2007, at which time they were approved.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYVALE THAT:

1. The City Council finds and determines that the adoption of the Community Engagement Sub-Element (an update of the Community Participation Sub-Element adopted in 1983 and last updated in 1995) and adoption of the proposed amendments to be incorporated into the 1972 General Plan of the City of Sunnyvale, as amended, conform with the requirements



provided for in the Sunnyvale Municipal Code, that it is a suitable and logical change of the General Plan for the development of the City of Sunnyvale, and that it is in the public interest.

2. The Community Engagement Sub-Element (an update of the Community Participation Sub-Element adopted in 1983 and last updated in 1995), as adopted, is hereby added to the 1983 General Plan of the City of Sunnyvale, last updated in 1995, and a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale.

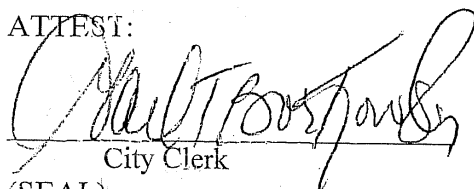
3. The Mayor and City Clerk are directed to endorse the amendment to the 1983 General Plan of the City of Sunnyvale, last updated in 1995, and to show that the same has been adopted by the City Council.

4. The City Clerk is directed to file a certified copy of the amendment to the 1983 General Plan of the City of Sunnyvale, last updated in 1995, with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within the County of Santa Clara. The City Clerk is directed further to file a certified copy of the amendment with the legislative body of each city, the land of which may be included in said plan.


Adopted by the City Council at a regular meeting held on October 30, 2007, by the following vote:

AYES: MOYLAN, HOWE, SPITALERI, LEE, SWEGLES, CHU, HAMILTON  
NOES: NONE  
ABSTAIN: NONE  
ABSENT: NONE


ATTEST:

  
\_\_\_\_\_  
City Clerk  
(SEAL)

APPROVED:

  
\_\_\_\_\_  
Mayor

APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
David E. Kahn, City Attorney





